



# IPMA Advanced Courses 2011-12

Competence improvement for  
senior project managers, consultants and trainers

7-9 November 2011 in Milan, Italy  
8-10 March 2012 in Copenhagen, Denmark

**IPMA**»  
international  
project  
management  
association



Picture from the Advanced Course in March 2011

A

Effective preparation and start-up of projects

B

Auditing and health checks of project management\*

C

Managing project risk, uncertainty and value in new ways

D

Coaching and facilitation as a lever for efficiency in projects\*

NEW

E

Intercultural Management Competence for Project Success

F

Leading projects from a distance\*

G

Programme management to innovate effectively

H

Managing the corporate project portfolios

I

Critical Success Factors for Managing Large Projects

\*Will next be arranged March 2012 in Copenhagen.

# Welcome to the IPMA Advanced Courses® 2011-12

The IPMA Advanced Courses® offer you unique opportunities for expanding your project and programme management competencies, whether you seek more experience or want to improve your method or behavioural skills. Our training courses are highly relevant for senior project managers, programme managers, project consultants, and project management trainers.

The Advanced Courses also address training needed by candidates for IPMA Certification® of project managers at Level B and Level A.

## Reputation for superior quality

As recognised leaders in project management education, our courses offer intensive in-depth training provided by eminent project managers and educators with internationally proven experience.

Our reputation for superior quality is based on a number of elements: Small class sizes, highly interactive training utilising your active participation, use of case projects from the participants' own organisations, and opportunities to network with internationally experienced peers – all in a relaxed learning environment, which includes having fun!

To promote a high level exchange of experiences, the participants are requested to verify a minimum of three years of project management experience. The average experience level in previous classes has been between five and ten years.

## The modules cover a broad spectrum

Our carefully selected course modules are revised annually in subject and scope in order to focus on the national and international changing needs of project and programme managers.

The bouquet of parallel course modules covers a broad spectrum of project and programme management key issues. This means that maximum benefit is gained over the years by attending more of the offered courses. Consequently, the course fee is reduced for those who have previously attended an IPMA Advanced Course.

The Courses are organised by the IPMA Course Committee. Over 1000 international participants have attended our courses during the past more than 10 years. Each participant receives a Certificate of Completion.

At [www.ipmacourse.com](http://www.ipmacourse.com) you can find a selected list of companies represented at previous IPMA Advanced Courses, as well as a summary of course evaluations. Here the contents of each course are also classified according to the IPMA Competence Baseline on project management (ICB) and the National Competence Baseline of Scandinavia (NCB) – as frames of reference for certification of project managers.

We invite you to attend one of our IPMA Advanced Courses 2011-12 – either in November in Milan, Italy or in March 2012 in Copenhagen, Denmark. We promise you an extraordinary learning experience!



*Mladen Radujkovic*  
IPMA Vice President of  
Education and Training



*Morten Fangel*  
Director of the IPMA  
Advanced Courses



*Lene Larsen*  
Coordinator of the  
IPMA Advanced Courses



*Antonio Calabrese*  
Organiser of the  
courses in Milan

# Joint training schedule and social arrangements

## Joint training schedule

Course preparation	
Pre-reading and/or analysis of own projects or organisation	
Day before	
21:00–22:00 Welcome reception - Optional	
First day	
09:00 Joint opening session	
10:00	A B C D E F G H I
13:00 Joint Lunch	
14:00	A B C D E F G H I
20:00–23:00 Get-together dinner	
Second day	
08:30	A B C D E F G H I
12:00 Lunch and excursion	
14:00	A B C D E F G H I
19:30 Joint dinner	
Third day	
08:30 Visit to other courses	
09:00	A B C D E F G H I
12:00 Light lunch	
12:30	A B C D E F G H I
14:30 Joint closing session Experience sharing from all courses	
15:00 Closing	
Course follow-up	
Practising the concepts and methods – Interacting with fellow participants	

Our aim is to ensure that everyone will benefit from participating in a focused training course – as well as have opportunities to network with others from among the up to one-hundred participants project and programme professionals.

Persons arriving the day before the course start are invited to attend an informal welcome reception at the course venue.

On the first day, the joint opening of the courses takes place, and on the third day the courses end with a joint closing session.

During the three days, the courses are conducted in parallel, each having a plenary room and rooms for group sessions.

To promote interaction among the participants, and to expand your network of international contacts, additional joint activities are scheduled during the three days of training:

- Joint lunch first and third day
- Get-together dinner on the evening of the first day
- Alternative excursions at lunch break second day
- Joint dinner on second day

The courses in Milan will be conducted at:

**MIP Politecnico di Milano**  
Via R. Lambruschini, 4/C  
20156 Milano, Italy  
Phone: +39 / 0223999197  
[www.mip.polimi.it](http://www.mip.polimi.it)

The joint training schedule in Milan may be slightly adjusted.

The courses in Copenhagen will be conducted at:

**Pharmakon Conference Centre**  
Milnersvej 42, 3400 Hilleroed, Denmark  
Phone: + 45 / 4820 6000  
[www.pharmakon.dk](http://www.pharmakon.dk)

This venue has proven in the past to be both a stimulating and a pleasant environment for the course sessions.

# The bouquet of IPMA Advanced Courses<sup>®</sup>

Of the eight courses, two focus on handling specific periods or phases in the project lifecycle, four courses sharpen your competencies in dealing with selected aspects or instruments, and two deal with the management of corporate portfolios and programmes.

Handling specific project management phases:

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A

## **Effective preparation and start-up of projects**

Gives you methodologies and skills for effective initiation of projects, including training in facilitation of pre-preparation and start-up workshops and team-building.

B

## **Auditing and health checks of project management**

Provides you with instruments and skills to effectively evaluate the management of projects and programmes to ensure success,

Performing project management disciplines:

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C

## **Managing project risk, uncertainty and value in new ways**

One theme is maximising the scope of what is considered during initial stages and throughout project execution. Another is keeping it simple systematically, and introducing complexity only when it is worthwhile to do so.

D

## **Coaching and facilitation as a lever for efficiency in projects**

Trains you in performing facilitation and coaching processes which promote effective and efficient interaction of participants in project meetings and workshops and fosters your leadership skills.

E

## **Intercultural Management Competence for Project Success**

Gives you knowledge and experience for working with culturally diverse teams in joint global business and development projects.

F

## **Leading projects from a distance**

Projects executed on multiple locations require managers to develop a new skill set  
This course provides you the framework, competences to develop and key skills to be successful.

Managing corporate programmes and projects processes:

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G

## **Programme management to innovate effectively**

Teaches you to set up and manage programmes, integrating projects, changes and benefits realization. This advanced course supports you to develop the competences needed to manage programmes.

H

## **Managing the corporate project portfolios**

Teaches you to develop and implement a portfolio management system that includes a needed single project model as well as models and methods for prioritising projects, estimation of resources and measuring of the business benefits.

I

## **Critical Success Factors for Managing Large Projects**

Teaches you to understand different types of complexities, to realize the shortages and benefits of traditional project management; and to recognise and apply opportunities of open innovation collaborative environments and different interaction management skills.

# A

# Effective preparation and start-up of projects

Through a structured approach to the initiation and use of facilitation

## Course vision

If we initiate our projects wrongly, then success can be elusive, if not impossible.

In an increasing complexity environment, Project Managers must consider not only technical and administrative tasks, but also being a leader towards the sponsor or owner, the top management and the project team. A structured approach to initiation of projects typically includes

- The project preparation phase focused on completing the project definition, generating top management support, and on the final decision to launch the project.
- During the project start-up phase, the project definition is expanded by applying additional analysis and planning methods, as well as by creation of a high-performing team and trust among participants.

Well begun is half completed. This course will teach you how to make common sense concerning project initiation the common practice in your projects.

You will receive training in both your method application for project initiation and your leadership behaviour – and we will provide in-depth experiences to promote a proactive approach on project planning.

## Training method

The course format alternates between intensive plenary sessions and group sessions. Each group will select a real-life project represented by one of the participants in the group. This forms the continuous case study for the group sessions.

## Training objectives

As a participant you will learn to:

1. *Promote the preparation and start-up concept*  
By arguments for investing effort in the initiation stages and an overview of approaches and methods for the initiation.
2. *Plan the preparation and start-up process*  
By applying a method for selecting instruments for initiation which fit the character and challenges of your project.
3. *Manage preparation and start-up workshops*  
With focus on applying methods and tools designed for involving the participants in the analysis and planning of the project and gaining common perception of the project.
4. *Intensify communication by skilled facilitation*  
By insight into the role of a project facilitator, becoming more conscious of your own leadership behaviour, demonstrating the effect of different leadership styles and training tools for teaming.
5. *Structure the project management documents*  
To promote visibility during the project initiation stages, and to make these accessible virtually for project parties.
6. *Implement improved preparation and start-up*  
Via guidelines and tools for project initiation in your own organisation.

## FACULTY:



*Morten Fangel*  
Managing Director and  
Chief Consultant,  
Fangel Consulting  
Denmark

## Guest Instructors:



*Daniel Baharlia*  
Project Management Professional  
Saipem,  
Italy



*Henk Bellinga*  
Managing Director,  
Advitec Consulting,  
The Netherlands

*For CV's of the instructors, the course schedule, selected articles for pre-reading and classification according to International Competence Baselines, see [www.ipmacourse.com](http://www.ipmacourse.com)*

# B

# Auditing and health checks of project management\*

Ensure project success, organize learning opportunities, consider sustainability principles

\*Will next be arranged March 2012 in Copenhagen.

## Course vision

The course will provide insight into the best practices for performing project audits as a quality assurance instrument, a governance instrument as well as a learning instrument in the project-oriented organisation. Professionally conducted audits ensure the acceptance of the audit results and help the project to improve its performance. We offer traditional and less traditional auditing and assessment instruments.

We go far behind the claim for efficiency and will show that the value added by a project audit or assessment is very much dependent on the baseline against which the audit is taken. In addition to project management standards as baseline for the audit, we offer new insights of possible consideration of sustainability principles such as the economic, ecologic and social dimension in projects and project management to ensure project results that contribute to a sustainable development.

## Training methods

The course includes lectures and plenary discussions as well as group sessions, role playing, systemic working forms like systemic constellations and reflecting team situations. Case studies from participants will be welcomed and participants are invited to bring project management documentation with them to be analysed during the course. The instructors will give basic information and lead extensive discussions together with exchange of experiences among the participants.

## Training objectives

As a participant you will learn to:

1. *Understand the concept of projects and programme auditing.*  
By discussing the process, roles, and results of audits.
2. *Recognise that different project management standards to audit against can lead to different auditing results*  
By reflecting the use of different international project management standards, norms, best practices, models as basis for auditing.
3. *Utilise audits as instruments for ensuring sustainability in project management and project results*  
By reflecting the importance of sustainability principles and by offering a model and methods.
4. *Apply hands-on instruments for project management auditing*  
By experiencing less traditional working forms such as systemic constellation.
5. *Understand auditing as intervention and consulting situations*  
By experiencing less traditional working forms such as systemic constellation to assess a project or project situation.
6. *Understand the required behavioural competencies*  
By reflecting social competencies and management of emotions in audit situations.
7. *Understand how to implement a project management audit system in a company.*  
By reflecting case studies of implementing project management auditing systems.

## FACULTY:



*Martina Huemann*  
Roland Gareis Consulting,  
WU Vienna University  
of Economics and Business,



*Gilbert Silvius*  
HU University of  
Applied Sciences Utrecht,  
Van Aetsveld Project Management  
Consulting, The Netherlands

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## C

# How to Manage Project Opportunity and Risk

Why *uncertainty* management can be a *much* better approach than *risk* management

## Course vision

Project risk management has been evolving rapidly. It is now being reframed in a number of important ways, with widespread repercussions for everyone involved. For example:

- A threat focus has become an 'opportunity' focus, with a view to taking more risk to improve profit expectations and to support further optimisation to improve 'value'. Opportunities to make better decisions whether or not we are lucky is now a central concern.
- Multiple pass process emphasis has led to the development of simple 'minimum clarity' first pass approaches to size uncertainty prior to deciding whether or not further action is required. These are now challenging conventional 'simple' approaches, like probability impact graphs, making all approaches based upon them demonstrably redundant.
- Adding complexity to the analysis structure whenever doing so is useful, facilitated by a clear understanding of 'maximum clarity' approaches, is now challenging basic decision analysis, portfolio theory and discounted cash flow economics received wisdom.
- Building proactive uncertainty management into capital investment appraisal, bidding and contract design is increasingly seen as fundamental. Good governance associated with very difficult decisions involving loss of life and environmental disasters is now being addressed.

Good management of project opportunity and risk cannot be achieved by adopting any simple off-the-shelf techniques. It needs careful thought, effort, a sound general conceptual framework and the recognition of key issues in each individual case. This course provides the basic concepts and tools.

## Training methods

Capitalising on the experience of course participants and sharing experience will be an important aspect of group sessions. Group sessions will also allow participants to confront difficult practical issues.

Plenary sessions will draw on the re-titled and extensively re-written third edition of a highly regarded book which the course instructor co-authored.— "How to Manage Project Opportunity and Risk", and copies will be provided for course participants.

## Training objectives

As a participant you will learn to:

1. Understand the concepts of a "clarity efficient" uncertainty management approach. Not being simplistic, allowing the introduction of further complexity whenever this is worthwhile, is crucial. So is avoiding framing assumptions which are restrictive. Obtaining unbiased estimates is one useful example context.
2. Persuade colleagues to abandon widely used counter-productive concepts and tools. Understand why some "common practice" is not "best practice", such as the risk management (probability-impact) matrix.
3. Sell uncertainty management in terms of the benefits which can be provided by the new processes and perspectives. How to clarify why new ideas are useful is crucial.
4. Embed the new processes and concepts in an organisation, and how to avoid the problems involved. Encourage everyone to ask the right questions and ensure decisions are approximately right rather than precisely wrong, with everyone motivated to seek the same objectives.

## FACULTY:



*Chris Chapman*  
Emeritus Professor of Management Science in the School of Management of the University of Southampton and Senior Associate of The Nichols Group, United Kingdom

## Guest Instructor:



*Henk Bellinga*  
Managing Director, Advitec Consulting, The Netherlands

*For CV's of the instructors, the course schedule, selected articles for pre-reading and classification according to International Competence Baselines, see [www.ipmacourse.com](http://www.ipmacourse.com)*

# D

# Coaching and facilitation as a lever for efficiency in projects\*

How to promote effective and efficient project meetings and workshops and foster your leadership skills

\*Will next be arranged March 2012 in Copenhagen.

## Course vision

To facilitate a project meeting means to navigate the communication and interaction processes that lead to agreed-upon objectives and solutions in a way that encourages participation and productivity.

To facilitate is an essential role of project managers. The more complex the situation is, the more difficult it is to steer a meeting. Facilitation helps to reduce complexity and to keep the thread.

Facilitation supports a whole group to find good solutions. Coaching supports a single person to come to new perspectives, ideas or solutions. You can also use coaching as a project manager to develop the abilities of your team members; it is a strong leadership competence.

This course is a chance to develop your skills in facilitation and coaching, as an expedient project manager, as project director or as an expert providing facilitation as part of your profession.

## Training method

The course includes plenary sessions as well as interactive group sessions. The whole course follows a process-oriented structure: input – practice – feedback. The instructors will give basic information and lead discussions, reflections and exchange of experiences among the participants, but the main emphasis is practical training during group work.

The roles of project coach and project facilitator will be practiced during the group sessions, and every participant will receive his/her personal feedback.

## Training objectives

As a participant you will learn to:

1. *Understand the concept of project facilitation and coaching.*
2. *Identify situations where a project facilitator and where a coach is needed.*
3. *Facilitate the problem-solving process of a team.*
4. *Design facilitation and coaching processes.*
5. *Apply helpful communication tools in typical project situations.*  
Such as clarification of project objectives, coaching of project team members and leading team meetings.
6. *Promote the team development process.*  
Including being able to involve the team members in the project process and help navigate the processes.
7. *Reflect on and increase your own competences in facilitation and coaching.*

## FACULTY:



*Merle Runge*  
plan a  
Consulting for Organizational  
and Personnel Development  
Germany



*Brigitte Schaden*  
Managing Director and  
Chief Consultant,  
Chairman of  
Project Management Austria,  
IPMA President  
Austria

*For CV's of the instructors, the course schedule, selected articles for pre-reading and classification according to International Competence Baselines, see [www.ipmacourse.com](http://www.ipmacourse.com)*

NEW

E

# Intercultural Management Competence for Project Success

How to handle diverse teams in joint global business and development projects.

FACULTY:

## Course vision

The new discipline of *Intercultural Project Management* meets today's urgent need for knowledge and experience when working with culturally diverse teams in joint global business and development projects. This training is a competence asset that increases managers' effectiveness at any step of project management, independently of their international experience or seniority level, and leads to improved performance and achievement in all management activities, with a clear and direct impact on P&L results.

Research studies show that managerial methods and behaviours are strongly influenced by each manager's national and cultural background. But there is not sufficient awareness about either the possible negative impact of neglecting this issue or, conversely, exploiting the waiting opportunities for substantial improvement of project management processes and project success by applying intercultural methods of management.

The course will coach and guide participants to recognize, detect, understand and manage different Corporate and National Cultural differences to maximise business related activities within projects.

Participants will forecast positive and/or negative impact on P&L related to all activities which are affected and impacted by cultural differences during management of their project and along the project life cycle. The practical approach of the course is complemented by presentations and discussion of a number of real-life cases experienced by the trainers.

## Training methods

The course will illustrate interrelated moments of both rational and emotional learning experiences that span the areas of:

- lectures and presentations of both theoretical and field research,
- real-life case analyses,
- game-play learning to experience individual reactions to intercultural business situations.

The trainers' direct management experience assures that all situations will be covered to a highly applicable and practical level.

## Training objectives

This course is designed to:

1. Analyse how to leverage cultural differences into support of project profitability.
2. Experience the applicability of intercultural knowledge for use in a variety of different contexts.
3. Recognize and manage cultural impact and size its rebound on P&L.
4. Develop the capacity for interpreting business cases through the added value lenses of cultural diversity.
5. Use culture values to determine links between managerial practices and National, Professional and Corporate Cultures.



*Roberto Mori*  
IPMA Vice President  
– Membership & Awards  
Director Special Projects,  
Tenova



*Antonio Calabrese*  
MIP Head of Corporate Division  
and Course Director  
School of Management,  
Politecnico di Milano  
Italy



*Raffaella Bossi Fornarini*  
Managing Director, Passport  
MIP Faculty Member for  
Intercultural Management  
Italy

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# F

# Leading projects from a distance\*

Management, communication and collaboration in distributed teams

\*Will next be arranged March 2012 in Copenhagen.

## Course vision

More and more project teams are located on multiple locations. The current economic environment with cost cutting and travel bans requires project managers to lead their teams from a distance, sometimes just crossing the boundaries between companies but increasingly across borders around the globe. For project managers this means a new set of challenges. They have to learn how to lead remote team members and develop cross border productive teams.

Successful distance leaders know how to strike the balance between trust and control. They develop the ability to:

- communicate with their teams by effective use of the available communication technologies.
- develop the personal skills needed to overcome the cultural barriers.
- switch between management styles and handle the apparent contradiction

This training provides you with a framework of reference, some key skills and insights to help you become effective distance leaders. We will deal with projects both small and large. Understanding and dealing with complexity in a way that allows project managers to tailor their distributed project organization and avoid unnecessary bureaucracy.

## Training method

This course will provide a balanced blend of competence building in leading distributed teams and at the same time solving some of the technical challenges associated with high tech communication. By no means is this going to be a technical course. We merely need to make sure you know how to communicate and effectively use the right tool in the right situation. In small groups we will simulate reality and create hands-on experience based on a sound theoretical framework.

## Training objectives

As a participant you will learn to:

1. *Understand the essence of distance leadership*  
Experience what works and what not, both from theory and (best) practice
2. *Build trust and resolve conflicts in teams*  
Enhance your capacity to be a remote coach and mentor for the team
3. *Collaborate and negotiate across cultures*  
Apply practical cultural knowledge to overcome barriers and avoid the early pitfalls
4. *Select and use the appropriate communication tools*  
Develop a project and team-specific communication strategy
5. *Direct the actual work effort and control the outcome from a distance*  
Know how to motivate and have the local teams execute the work at hand
6. *Overcome the resistance and barriers in organizations and teams when implementing remote work*  
Get and use proven tools and practices
7. *Gain insight into your personal areas for future development.*  
Experience the importance of online personality as an added value

## FACULTY:



*Henk Bellinga*  
Managing Director  
Advitec Consulting  
The Netherlands

## Guest lectures by industry practitioners:

In person and via videolink



*Birgitte Fauverholm Saabye*  
NNE Pharmaplan  
Denmark



*Bjørn Z. Ekelund*  
Managing Director  
Human Factors AS  
Norway

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# G

# Programme management to innovate effectively

A goal-driven alignment of organisational changes and project results

## FACULTY:

### Course vision

Programme Management is a structured way to implement corporate strategy through business change. A programme combines deliveries from multiple projects with revised attitudes and ways of working to yield verifiable improvements in business performance.

To be successful, a programme needs to pursue a vision consistent with the strategic goals of the organisation, to establish a clear blueprint for the projects, and to drive the realisation of business benefits. The programme manager is the organising spider in the web, and adopts a role very different from that of a conventional project manager.

Compared with Project Management, Programme Management requires skills in getting other people in various parts of the organisation to manage the necessary changes. As a programme manager, you rely on vision, empathy, and the art of 'selling' the desired state and all activities needed to get there, whilst not forgetting the rigour needed to manage complex interactions.

### Training method

In order to yield the most benefits from this course, we work in an interactive manner and tailor the contents to the specific interests of the attendees.

Therefore, we use several didactical methods: plenary mostly for presentation, case study to let participants master the concepts, and group session for discussions.

### Training objectives

As a participant you will learn to:

1. *Promote the concept of programme management*  
When, why, and how to use the approach; why it differs from project management.
2. *Benefit from reference methods for programme management*  
Know the methodology: "Managing Successful Programmes" (MSP) is the de facto standard and in the public domain. It has recently been revised to take account of best-practice experience. Participants will be introduced to the method to provide a foundation for their learning and to understand how it compares with other programme and project management methods.
3. *Manage the initiation of programmes.*  
Setting up a programme and defining outcomes and success factors.
4. *Control the execution of the programme.*  
Establish the monitoring instruments, such as project portfolio management, benefit management and change management. Adjusting direction, speed, and expectations.
5. *Facilitate communication and negotiation*  
Taking multicultural aspects into account.
6. *Realise benefits*  
When the benefits required from the programme are realised by the organisation.
7. *Implement programme management in your organisation,*  
including developing programme management roles and competencies.



*Gerrit Koch*  
Programme Director,  
Van Aetsveld B.V.  
The Netherlands



*Andrew Richards*  
Co-author and Trainer on  
MSP Holos Consulting,  
United Kingdom

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# H

# Managing the corporate project portfolios

By developing and implementing a portfolio management system

## FACULTY:

### Course Vision

The share of activities being carried out on a project basis in corporations is increasing. In large organisations there are sometimes hundreds or even thousands of projects being carried out simultaneously. At a certain stage, there is a need for taking stock of all current projects and mapping out, for example, how much of the capacity is occupied by the project activities and what kind of investment budget is required.

Methodologies to prioritize projects are becoming extremely important – and the need to control on-going projects is increasing.

This means that management has to change its focus when developing a new management system and governance model. One's effort on these issues depends on the answer to the following question: What is the value of projects to your company?

The vision of this course is to support you in:

- Assessing the maturity of the Project Portfolio Management in your own company.
- Developing a new management system for handling the Project Portfolio.

### Training methods

During the course, we will alternate between plenary sessions with trainer input and selected real-life cases presented by trainers, guest speakers and participants.

In group sessions we develop real solutions and procedures for Portfolio Management.

### Training objectives

As a participant you will learn to:

1. *Understand Project Portfolio Management (PPM).*  
Estimate the value of projects and the need for PPM efforts. Determine the pre-requisites of a functioning PPM system. Know the developing steps and key elements.
2. *Develop a single project model that supports an effective PPM.*  
The importance of decision points (gate model) and decision points needed from the PPM point of view. The minimum management effort and quality level needed for single PM.
3. *Develop the PPM model and methodologies.*  
Prerequisites to prioritise projects. Estimating the resources needed to implement the selected projects. Reporting system needed and recommended.
4. *Describe and measure the business benefits.*  
Present information in a way that is needed from the PPM point of view. Use different methodologies to compare projects. Utilising the “balanced scorecard” principle.
5. *Build PPM Processes as a part of corporate management system.*  
The roles and responsibilities in PPM. The role and way of working of a PPM Board and a Project Management office. How to support the PPM process by IT systems.



*Matti Haukka*  
Partner and Senior Consultant,  
Project Institute Finland Ltd  
Finland



*Gerard Geurtjens*  
Director of ICT,  
Transavia Airlines  
The Netherlands

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# Critical Success Factors for Managing Large Projects

## FACULTY:

### Course vision

Traditional project management approaches no longer suffice in large complex projects.

Large complex projects are realised as open network organisations, in which stakeholders – also those without a formal position – can have a significant impact on project results. Examples are extensive infrastructure projects where numerous stakeholders are involved. Additional problems that Project Managers of these projects must be able to handle are greatly increased environmental requirements (e.g., habitat and fauna legislation), more stringent laws and regulations that affect the project, and the use of innovative and unproven technologies. These challenges could often result in time delays, cost overruns and stakeholder dissatisfaction.

The result is that the traditional project management approach is no longer sufficient for managing these large projects successfully. Along with proven project management tools, the successful Project Manager of large complex projects must be able to apply interactive collaborative management in an open innovation environment. Creating a balance between these two approaches: control and interaction is needed for project success. This creates project organisations that are well-equipped to use standard project management tools as well as being able to cope with societal and environmental issues and possessing the ability to adapt successfully to changes.

### Training method

The course consists of plenary sessions, working group sessions focussing on several case studies, and presentations and discussions on group results. The case studies presented represent several large infrastructure projects in Europe, part of NETLIPSE (Network for the Management and Organisation of Large Infrastructure Projects in Europe).

### Training objectives

As a participant you will learn to:

1. *Understand the complexities and critical success factors of large projects.*  
Roles and influences of different stakeholders in different project phases, influence of innovations and new technologies. Influence of new legislation.
2. *To understand shortages and benefits of traditional project management.*  
An overview of traditional project management approaches. Insight into their benefits and shortcomings for managing large complex projects.
3. *Recognise and apply opportunities of open innovation collaborative environments and different interaction management skills*  
By applying the presented theories to case studies of large infrastructure projects in Europe and discussing these in groups. Then presenting and discussing results plenary.
4. *Recognize and understand different types of project complexity*  
Discover how to use and carry out a complexity scan. Discuss how to translate results in project management approaches.



**Marcel Hertogh**

NETLIPSE Programme Director.  
Managing Director Infrastructure,  
Urban Development &  
the Environment, AT Osborne,  
the Netherlands.



**Pau Lian**

Staal-Ong, NETLIPSE  
Programme Manager & Issue  
Manager SIG Stakeholder  
Participation & Communication.  
Sr. Management Consultant AT  
Osborne.



**Brane Semolic**

NETLIPSE Issue Manager  
SIG Project Management.  
Head of the Project  
& Technology Management  
Institute, University of Maribor,  
Slovenia.

*For CV's of the instructors, the  
course schedule, selected articles  
for pre-reading and classification  
according to International  
Competence Baselines,  
see [www.ipmacourse.com](http://www.ipmacourse.com)*

# Information and details

## Registration and accommodation

Please submit your registration for the courses directly on the website.

On receipt of registration, your participation will be confirmed by sending you the invoice.

One month before the course you will receive details about the course venue and preparatory materials.

Applicants are expected to have three years of project management experience as a minimum.

Only courses with eight or more participants will take place. In case of cancellation, the registered participants will be consulted in order to select another course.

## Registration fees

All prices are excl. VAT.

The fee covers all training, materials, meals, and all social events.

March 2011

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Participants from EU15 countries and North America	€ 2300
Participants from new EU10 countries	€ 1550
Participants from transition economies	€ 1100
Participating students from all countries – provided that the course is not fully booked 30 days before it takes place.	€ 1100
Extra for non-members of IPMA Member Association or non-direct member of IPMA	€ 150
Discount for participants having previously attended an IPMA Advanced Course	€ 150
Extra for registration later than 45 days before the first day of the courses	€ 150
Accommodation per night in single room/double room	€ 100 / 130
Accompanying person attending joint meals, social events and excursions	€ 200

## Cancellation

Cancellation of participation not later than one month prior to the courses will be refunded less € 300.

Cancellation received after this time will not be refunded. However, we will forward to you the course manual and also offer you participation in one of next year's courses at half price. Alternatively, a colleague of yours may attend in your place – by assuming payment of an administrative fee of € 200.

## Administration

Registration and communication is administrated by:

**Lene Larsen**

**IPMA Course Secretariat**

**Saettedammen 4, DK 3400 Hilleroed, Denmark**

**Phone + 45 / 4826 7075**

**secretariat@ipmacourse.com.**

# Registration

I would like to attend one of the IPMA Advanced Courses®

According to the conditions specified under "Information and details"

- 7 – 9 November 2011 in Milan, Italy
- 8 – 10 March 2012 in Copenhagen

- A. Effective preparation and start-up of projects**
- B. Auditing and health checks of project management\***
- C. Managing project risk, uncertainty and value in new ways**
- D. Coaching and facilitation as a lever for efficiency in projects\***
- E. Intercultural Management Competence for Project Success**
- F. Leading projects from a distance\***
- G. Programme management to innovate effectively**
- H. Managing the corporate project portfolios**
- I. Critical Success Factors for Managing Large Projects**

NEW

\*Will next be arranged March 2012 in Copenhagen.

To ensure the correct fee level, please specify your affiliations:

- Member of a national IPMA Member Association
- Direct member of IPMA (Individual or corporate)
- Student. Specify university: \_\_\_\_\_

Have previously attended the IPMA Advanced Courses. Specify year and course title: \_\_\_\_\_

Years of experience managing complex and/or less complex projects:

3 years as a minimum / 5 years approximately / 8 years approximately / 10 years or more

Surname: \_\_\_\_\_ First name: \_\_\_\_\_

Company: \_\_\_\_\_

Street: \_\_\_\_\_

Postal Code / City: \_\_\_\_\_ Country: \_\_\_\_\_

If member of European Union, specify VAT number: \_\_\_\_\_

E-mail: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Date: \_\_\_\_\_ Signature: \_\_\_\_\_

Please submit your registration on [www.ipmacourse.com](http://www.ipmacourse.com) – or return this form to:

**IPMA Course Secretariat**  
**Saettedammen 4, DK 3400 Hilleroed, Denmark**  
**Phone + 45 / 4826 7075**  
**[secretariat@ipmacourse.com](mailto:secretariat@ipmacourse.com)**

The courses on 7–9 November 2011 in Milan are organized in co-operation with these organizations:

Association partners:



Company partners:



The courses on 10–12 March 2011 in Copenhagen are organized in co-operation with these organizations:

IPMA Association partners:



Company partners:



IPMA Course Committee  
Sættedammen 4, 3400 Hilleroed, Denmark  
Phone + 45 / 4826 7075  
committee@ipmacourse.com  
www.ipmacourse.com

